

Concordia University
Council of the John Molson School of Business
Minutes of the meeting held Friday, May 16, 2003

Absent with regret: S. Bogner (Mana.), E. Gathbonton (TESL), M. R. Kapoor (Acco.), S. Robinson (Acco.)

Call to Order
The meeting was called to order at 09:40.

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III Open Meeting

IV Approval of Agenda - JMSB-2003-04A

It was moved by D. Morin and seconded by M. Sharma that the agenda be approved with the understanding the item X, CGSA report, would be dealt with prior to item IX.

V Approval of the Minutes - JMSB-2003-03M

It was moved by M. Sharma and seconded by P. Regimbald that Council approve the minutes of the meeting held April 4, 2003.

The motion was carried unanimously.

VI Chair's Report and Question Period (*maximum 15 minutes*)

J. Tomberlin reported on the great success of the first annual Best of the Best Extravaganza held in April that raised over \$100,000 for Ph.D. Fellowships. Thanks go to R. Renaud, a major patron of Concordia University, who was instrumental in the

initiation and success of this event. He announced that second-year MBA student Russell Draper has been awarded the top prize of \$50,000 in the Pierre Péladeau Bursary for Quebec's up-and-coming entrepreneurs. He also advised that the sixth annual Beta Gamma Sigma Induction ceremony would take place on June 26th at the Centre Mont-Royal. This year the eligibility criteria have been changed to include the top ranking 5% of undergraduate students who have 45 credits to complete degree requirements and have taken at least 30 credits in business. Eligibility has traditionally included only the top ranking 10% of B. Comm. and B. Admin. graduates and the top ranking 20% Diploma, Masters and Ph.D. graduates and all tenured faculty members.

With regard to the new building plans, the Dean reported that the building committee would continue to meet regularly to balance the many requests and recommendations received in order to achieve a livable design. The process will remain transparent. Once the plans are ready for sign-off they would be posted to the CIT desktop site and would be available to all faculty, staff and student associations for comment.

With regard to the GM building, he advised that it was possible that during the summer months the offices facing St. Catherine Street on the second, third and fourth floors may be negatively affected by the building of an atrium connecting the new Engineering and Visual Arts building to the GM building. He gave his assurances the every effort will be made to insure that faculty and staff remain in comfortable environments during this transition period.

In response to a question about Article 16 of the new CUFA agreement that deals with workload, the Chair, noting that the agreement was only signed in February, confirmed that all extra teaching including courses in private programs would be included in revised workload letters to faculty members concerned and would adhere to the limitations on extra teaching per the terms of the agreement.

The Dean was asked for a status report on the implementation of the JMSB Strategic Plan adopted two years ago and whether there was a mechanism in place to evaluate the process. J. Tomberlin advised that he had spent two days early in the year with the decanal team to begin this process, however, the financial uncertainty that continued through the 2002-2003 academic year resulted in a delay. The government's last-minute change regarding international fees in the undergraduate and graduate programs cost the JMSB \$2M and has created a deficit of \$1.2M - \$1.3M. Consequently over the summer the Dean intends to develop a plan to reduce the deficit by increasing revenue and decreasing expenses that will likely impact drastically on the strategic plan. He will report back to Council in September with regard the status of the existing plan and his recommendations for a revision of that plan in light of new budgetary realities.

A. Dhillon, President, CGSA and A. Robin, President, CASA were introduced and welcomed by members of Council.

In response to a question regarding the potential VRQ grant in partnership with Air Canada, the Chair reported that a new business plan has been developed, replacing Air Canada with ICAO as our partner. The plan, which will be submitted to the VRQ within the next few weeks, is to provide training in management and safety in ICAO training centers around the world using a model based on GAMBA. A privatized air traffic controllers association in Switzerland would be involved as a minor partner.

In response to a question about the Faculty's policy with regard to approving or rejecting leaves of absences, J. Tomberlin advised that the policy was consistent with the CUFA collective agreement. Decisions are made in collaboration with the respective Department Chair and normally do not extend beyond two one-year leaves. He noted that there has been little consequence to granting second year leave because, to date, the Faculty has been unable to fill all unfilled positions. It was suggested that a grave consequence of such leaves was the negative impact of such leaves on the morale of department members.

In response to a question about the term of the AMBA Director, the Chair advised that the term expired May 31, 2003 and that the Search Committee for Graduate Program Directors would meet within two weeks.

With regard to the recommendation from the Management Department that all Management faculty and staff be housed on one floor of the new JMSB building, the Chair advised that all submissions regarding floor plan revisions would be balanced by the building committee to arrive at a feasible plan.

VII Council Elections

- i) F. Nebebe, Associate Professor, Department of DS&MIS, was elected by acclamation to represent the JMSB on the Graduate Appeal Committee (GAC) for a two-year term, June 1, 2003 – May 31, 2005.
- ii) Professors D. Peltier-Rivest, T. Mak, L. Kryzanowski, G. Johns, M. Laroche were elected by acclamation to for the Search Committee for the Canada Research Chair.

VIII Business Arising from Previous Meeting

- i) Motion Regarding Peer Evaluations – (JMSB-2003-03A-02) JMSB-2003-04A-02
The following resolution was moved by A. Ahmad and seconded by P. Regimbald:

WHEREAS peer evaluations provide a unique and valid perspective on group performance;

WHEREAS faculty members using peer evaluations for student assessment must make explicit at the outset as to how the evaluation will be conducted;

WHEREAS faculty members using peer evaluations may exercise discretion in formulating explicit procedures in conducting these evaluations

WHEREAS the identity of peers conducting the evaluation must be protected and cannot under any circumstances be revealed;

WHEREAS faculty are cognizant of student rights to have other components of their work submitted for reevaluation;

BE IT RESOLVED that faculty members are not obliged to reevaluate group work that is used from peer evaluations for student assessment.

The mover and the seconder agreed to amend the final sentence - delete: faculty and student; insert: faculty members.

In response to a concern about the lack of due process that would include a mechanism to ensure that a poor evaluation was not unexpected, such as warnings about inadequate performance that specify precisely what improvements are required and the providing an opportunity to amend the situation, A. Ahmad stated that the second sentence of the resolution was intended to address this issue while, at the same time, respecting the faculty member's academic freedom.

It was confirmed that the motion supported the agreement made at the last meeting. Students have the right to appeal all other components of their work. They do not have the right to have the peer evaluation reevaluated. Consequently the status quo would be maintained.

The motion was carried (13 in favor, 0 opposed, 3 abstentions)

IX Report: Graduate Programs, Research and Program Evaluation

i) Curriculum Revisions

Undergraduate Curriculum changes:

Finance - JMSB-2003-04A-03

It was moved by D. Morin and seconded by P. Tragoulas that Council approve the curriculum changes as articulated in document JMSB-2003-04A-03.

In response to a question about the purpose of the course entitled "Cases in Finance", K. Soufani explained that the course was designed to allow students to bring together all that they have learned in one capstone course.

With regard to the initiation of the Honors in Finance and the supervision of Finance honors students, L. Switzer gave his assurances that no additional resources would be required.

The following amendments to document JMSB-2003-04A-03 were noted: page 2/28 - add "or FINA450" to the exclusion note, page 11/28 - add "or FINA390" to the exclusion note.

The motion was carried unanimously.

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It was moved by D. Morin and seconded by P. Tragoulas that Council approve the DS&MIS curriculum revisions as articulated in document JMSB-2003-04A-04.

The motion was carried unanimously.

UWT requirement – JMSB-2003-04A-05

It was moved by D. Morin and seconded by P. Tragoulas that Council approve the revision of the UWT requirement as articulated in document JMSB-2003-04A-05.

The motion was carried unanimously.

Graduate Curriculum changes:

Executive MBA Program - JMSB-2003-04A-06

It was moved by D. Morin and seconded by A. Ahmad that Council approve the revision of the EMBA Program as articulated in document JMSB-2003-04-06.

In response to a question as to why there was only one 3-credit course in Marketing Management in the 54-credit program, D. Morin advised that the Marketing content for the program was status quo. The current curriculum has one 3-credit course in Marketing and this was not an issue for the Self-Appraisal Committee and the EMBA Committee.

One member of the Marketing department strongly objected to the lack of Marketing courses in the EMBA curriculum. . Members of the Marketing Department have discussed this issue at length in their department meeting. Since no formal organizational structure was in place to allow departments to give direct input to the curriculum of privatized programs and other matters of strategic importance, it was suggested that those who were directly involved with the program, intentionally or unintentionally, made self-serving decisions regarding course offerings. D. Morin agreed to bring the issue to the attention of the EMBA Program Director.

In reply to a question about consultation with the Marketing Department, she confirmed that the instructor of the EMBA Marketing course was the Marketing Department representative on the EMBA Committee. One member of Council suggested that ensuring equitable representation from the departments would avoid the potential for self-serving committees. It was noted that the revisions stemmed from the EMBA committee and were considered by the Self-Appraisal committee as part of the University appraisal process.

One member of Council objected to the content change in EMBA 675 because it eliminated modeling. He argued that the content should be identical to that offered in the MBA Program.

It was moved by M. Sharma and seconded by S. Goyal that the motion be amended to provide that the course description for EMBA675 remain unchanged.

The mover and the seconder did not agree to the amendment.

One member of Council asked if the Council was prepared to reject the revisions recommended by the EMBA Committee based on unsubstantiated allegations of moral impropriety on behalf of a group of colleagues. Noting that this was the second occurrence of this nature at Council, she cautioned Council members to be more temperate in their discussions that could otherwise lead to some very serious legal ramifications for all Council members.

It was suggested that Council respect and support the modifications recommended by the EMBA Committee with the expectation of the development of a process for better coordination of curriculum design issues in the future.

A vote was taken on the amendment.

(0 in favor, 18 opposed, 0 abstentions) the motion to amend was defeated.

It was noted that there was a clear need to address the communication problems in the curriculum development process.

The question was called.

The motion was carried unanimously.

John Molson MBA Program - JMSB-2003-04A-07

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the MBA Program as articulated in document JMSB-2003-04A-07.

The motion was carried unanimously.

Ph.D. in Administration Program - JMSB-2003-04A-08

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Ph.D. Program as articulated in document JMSB-2003-04A-08.

One member of Council stated that he was philosophically opposed to the dilution of the program with the reduction of two courses in the specialization. He noted that most Ph.D. programs in the United States were increasing their requirements.

The motion was carried (12 in favour, 0 opposed, 4 abstentions)

DIA/DSA Programs – JMSB-2003-04A-09

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the DIA/DSA Program as articulated in document JMSB-2003-04A-09.

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In response to a question about a seeming overlap in the content of Managerial Economics for Sport and Leisure, GDSA664, and Managerial Economics with Applications in Not-for-Profit and Sport Organizations, GDSA615, C. Bayne

advised that GDSA615 focused on basic economic theory while GDSA664 related the economic theory to the sports field. C. Bayne teaches both courses.

The motion was carried unanimously.

Goodman Institute of Investment Management - JMSB-2003-04A-10

It was moved by D. Morin and seconded by P. Tragoullias that Council approve the curriculum revisions for the Goodman Institute of Investment Management Program as articulated in document JMSB-2003-04A-10.

The motion was carried unanimously.

Diploma in Accountancy - JMSB-2003-04A-11

It was moved by D. Morin and seconded by M. Gowing that Council approve the curriculum revisions for the Diploma in Accountancy Program as articulated in document JMSB-2003-04A-11.

The motion was carried unanimously.

Graduate Certificate in e-Business - JMSB-2003-04A-12

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Graduate Certificate in e-Business Program as articulated in document JMSB-2003-04A-12.

The motion was carried unanimously.

In reply to a question about the status of the MBA Appraisal, D. Morin advised that the Self-Appraisal report had been completed. One external consultant has submitted a report but there has been some difficulty obtaining the report from the second external consultant.

Following receipt of the second report, the University Appraisal Committee will be struck. Volunteers from the JMSB are needed for this committee.

With regard to a question about the possible merger of the AMBA and GAMBA programs, D. Morin advised that the decision has not yet been made.

X CGSA Report

W. Merhi announced that MBA Student Vikin Chahinsarian was the winner of the first CGSA award in the amount of \$1,000.00. On behalf of the CGSA he thanked Ms. Linda Sauras for her help throughout the year and thanked Council members for the valuable experience of working with them as President of the CGSA.

- XI** Report: External Affairs and Executive Programs
There was no report.
- XII** Report: Administrative Affairs and Human Resources
There was no report.
- XIII** Report: Undergraduate Programs, Academic and Student Affairs
G. Kanaan reminded those who have not yet submitted their grade sheets to do so as soon as possible.
- XIV** Reports from School Representatives on University Committees
- i) University Senate – There was no report.
 - ii) Arts and Science Faculty Council – There was no report.
 - iii) Senate Academic Planning and Priorities – There was no report.
 - iv) Senate Academic Programs Committee – There was no report.
 - v) Senate Research Committee - JMSB-2003-04A-13
The report submitted by L. Shanker was received.
 - vi) University Library Committee – There was no report.
 - vii) Undergraduate Scholarships and Awards Sub-committee – There was no report.
 - viii) Board of Governors - There was no report.
 - ix) Council of the School of Graduate Studies
J. Jans advised that there have been complaints regarding the delays in issuing acceptance letters for the JMSB. D. Morin advised that the JMSB has made a proposal that would speed up the process in the future.
- XV** CASA Report – JMSB-2003-04A-14
The CASA Report, document JMSB-2003-04A-14 was received. P. Tragoulis thanked everyone for their help, moral and financial support. He reported that this year CASA had achieved their objectives of increasing student involvement, strengthening the image of JMSB students and promoting the JMSB nationally and internationally.
- A. Robin advised that CASA would be working throughout the summer on the objectives outlined in the report, document JMSB-2003-04A-14.
- M. Perugini invited everyone to the Annual FISA Business Conference: "Bridging the Gap Between Theory and Practice" scheduled on Tuesday, May 20th, 5:00 p.m. – 9:00 p.m. at the Ritz-Carlton Hotel. John Manley, Deputy Prime Minister and VP Finance of Canada will be a speaker at the event.
- A vote of thanks to P. Tragoulis was moved by B. Ibrahim and seconded by M. Sharma.*
- XVI** New Business
A discussion took place regarding Council members' interest in formulating a motion that would ask the Distinguished Teaching Award Committee to select one or two of the nominees for the 2003 Distinguished Teaching Award. The Chair pointed out that such

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a motion would effectively reject the recommendation that the committee has already made.

The feasibility of making the award at fall convocation was questioned.

The Chair agreed to consider the suggestion that the DTA committee be reconvened to reconsider their original recommendation and make a recommendation to the Dean.

XVII Other Business

i) Summer Quorum – 50%

It was moved by M. Sharma and seconded by C. Bayne that the Council approve a summer quorum of 50%.

The motion was carried unanimously.

ii) External Representation for 2003-2004 Council of the John Molson School of Business

It was moved by C. A. Ross and seconded by G. Kannan that representatives from Facilities Management, Computer Science and TESL be invited to join the 2003-2004 JMSB Council Membership.

The motion was carried unanimously.

XVIII Adjournment

It was moved by M. Sharma and seconded by D. Morin that the meeting be adjourned.

The meeting was adjourned at 1:00 p.m.

XIX Next meeting

The next regular meeting of Council will take place Friday, September 26, 2003 in room GM302.